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MEMORANDUM TO: Chief, ICAPS  
THROUGH: Executive  
FROM: Management Officer  
SUBJECT: Management Survey, Liaison Branch, OCD

1. A recent management survey has disclosed certain liaison problems which are susceptible to ICAPS assistance:

a. Approximately 16 hours can be saved on each issuance if the Joint Press Reading Service of the State Department will install electromagnetic typewriters with a self-recording tape attachment in Moscow for use at the time of initial printing of each issue. High-level "needling" from ICAPS could achieve this improvement.

b. ICAPS can materially assist OCD in remedying gaps in collection coverage if a continuing liaison were established between ICAPS and OCD so that each new problem can receive immediate attention.

c. Top-level support or administrative determination on occasion is needed to procure information and statistics contained in files of other government agencies, especially the non-IAC agencies. The expense of assembling the data for us is often given as the reason for the refusal. In some cases, costly re-collection of this information has been instituted through OO/C or other CIA collection facilities. A channel should be open whereby OCD can refer such instances to the Executive or ICAPS for needed assistance and support.

d. The Liaison Officers feel an acute need to have ready access to the NSC and NSCID issuances. A determination as to the propriety of supplying this information is needed.

2. I feel sure that any assistance you can provide OCD in overcoming these problems will be cordially received.

JAMES D. ANDREWS

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CIA Intelligence Requirements

1. Effective intelligence requirements activity embraces consideration of two primary factors:

a. Maximum coordination to insure that all possible users are satisfied through a single collection action.

b. Rapid transmittal of requirement to the collecting agency to permit quicker fulfillment of requirement and to allow the collecting agency the maximum margin of time.

2. To enhance achievement of the above stated objectives within CIA, it is proposed that:

a. A standing requirements coordinating committee be established within CIA.

b. Such committee could be composed of:

Chairman - OCD Representative  
ORE Representative  
OSI Representative  
OO Representative  
CSO Representative  
OPC Representative  
ICAPS Representative  
IAC Representatives

Other office or branch representatives to participate on call only.

c. The Committee will meet at 0900 each working morning; for concise constructive action. It will be the responsibility of the Chairman to develop Committee procedures, to prepare the agenda for the Committee meeting and to control the meeting in such manner as to accomplish necessary action in the shortest time consistent with good results.

d. Each Committee member will submit to the Committee Chairman by 1500 of the preceding day final master ditto copies of all requirements emanating from his area during that day. It will be the responsibility of each Committee member to insure that the CIA library and other internal CIA reference repositories have been searched for the needed data prior to submission of a requirement directive. Also, in the case of ORE and OSI requirements, coordination with IAC agencies should have been accomplished.

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e. The Committee Chairman will reproduce the requirement in sufficient copies to provide one copy to each Committee member. It will also be the responsibility of the Committee Chairman to search the requirements cross-index to determine if prior collection action has been taken.

f. At each morning meeting the new requirements will be reviewed by each Committee member to determine if his office has an interest in the requirement. Revision of requirements in which additional or conflicting interests arise will be the responsibility of the originating office with the interested offices supplying any necessary assistance.

g. As occasion arises, liaison officers from the IAC agencies will be invited to present their requirements to this Committee. Full-time participation would be most desirable.

h. The ICAPS representative will attend all meetings with the specific mission of assisting in IAC liaison and interpretation of CIA policy as related to IAC. It will be the further responsibility of the ICAPS representative to maintain close liaison with the Office of the Executive on matters of policy and matters concerning support to the CIA Control Program.

3. This proposal presupposes the following changes in Agency requirements policy which should be reflected in current statements of function:

a. Coordination of CIA requirements with IAC counterparts will be informally effected by ORE and OSI specialists.

b. Final consolidation of CIA requirements will be effected by the originating office and of IAC requirements by the CIA office having primary interest.

4. It is recognized that this Committee may in time assume secondary and tertiary responsibilities, e.g.:

a. Determination of gaps in collection coverage.

b. Assistance to OCD in assignment of collection action.

c. Assistance to the operations control program under the CIA Control Officer's guidance.

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